



## Wayland Real Asset Planning Committee

# **WRAP COMMUNITY FORUMS**

May 11 & May 16, 2016

# Forum Agenda (same both nights)

1. Review of the charge and related updates
2. Key findings
3. Interactive visual brainstorming exercise

# GIS Inventory




“Developing an accurate GIS inventory of all Town-owned parcels identifying custodial entity, size, deed and/or land restrictions, current uses and other critical information”

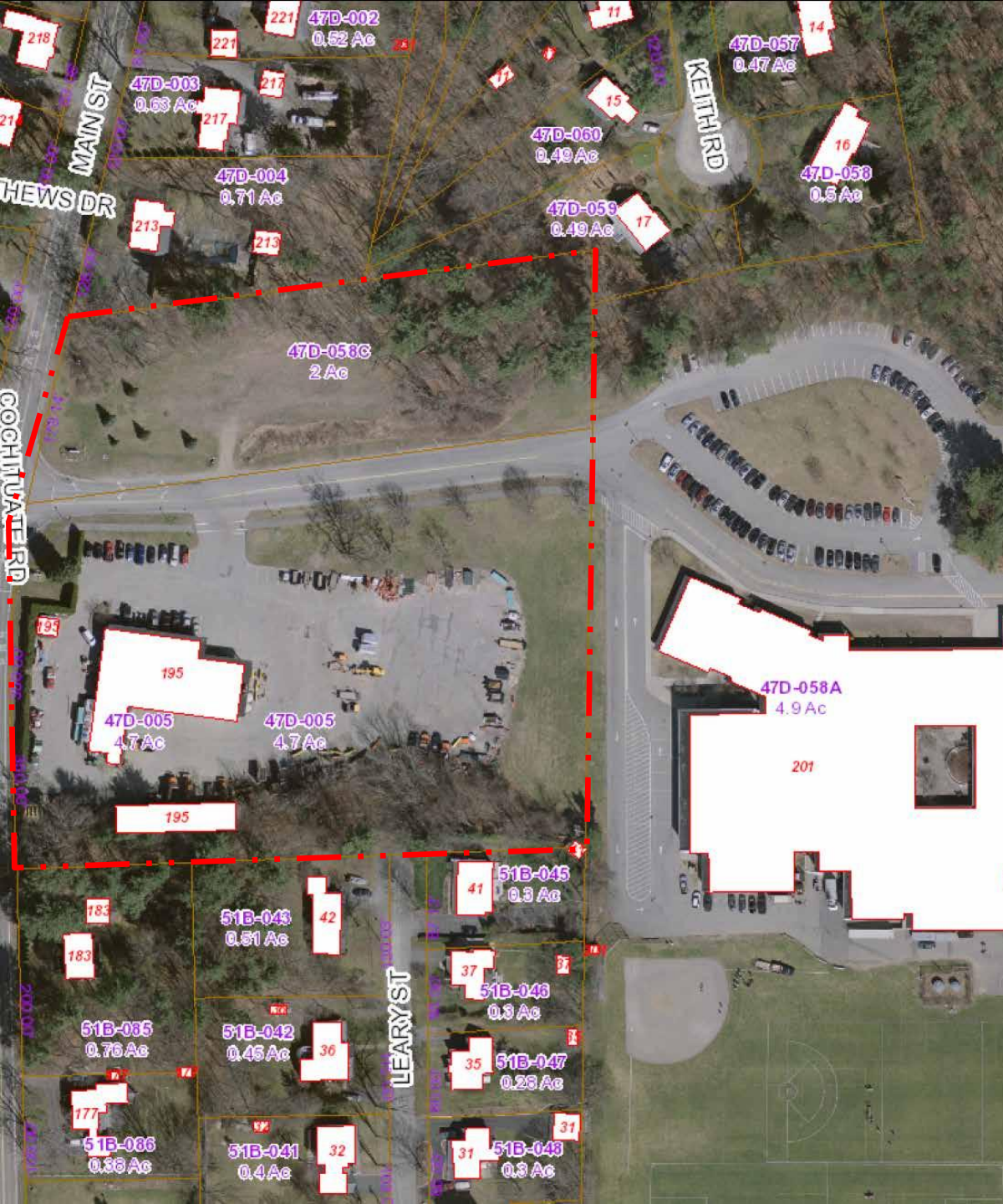
Interpretation: Focus on largest / most significant parcels

What's left?

- Implement recommendations made to staff to reconcile inconsistencies and make more user friendly
- Analyze adjacent properties to look at combinations of parcels
- Review deed restrictions/legal issues with Counsel

Where are we: **75%**





# 195 & 207 Main Street

## Former DPW site

Current Use: Available for redevelopment

### Site Considerations:

- Central part of town, close to Middle School and Cochrane Village, densely populated area
- 6.7 acres in two parcels
- Level site
- Major roadway accessibility
- Near MWRTA regional transportation bus stop
- Accessible sidewalks
- Infrastructure – public water and utilities
- Future reuse requires: Updated septic system and leaching field
- Future reuse requires: Reconstruction of storm water management system
- Location of former landfill and highway garage; reports available
- Town anticipates need to absorb demolition / clean-up costs for redevelopment
- BPW and Schools need to relinquish control of land

- See Workbook-



# Wayland Public Library

## 5 Concord Rd

Current Use: Library

### Site Considerations:

- Center of town
- 1.04 acres
- Accessible off Main Roads
- Historic Building – 14,500 sf
- Pedestrian Friendly / On Rail Trail
- Expansion and/or change in use of building requires updated septic system and leaching field
- Utilities and water operational
- Conservation Issues - wetlands
- Deed restrictions that may potentially impact non-library use

- See Workbook-

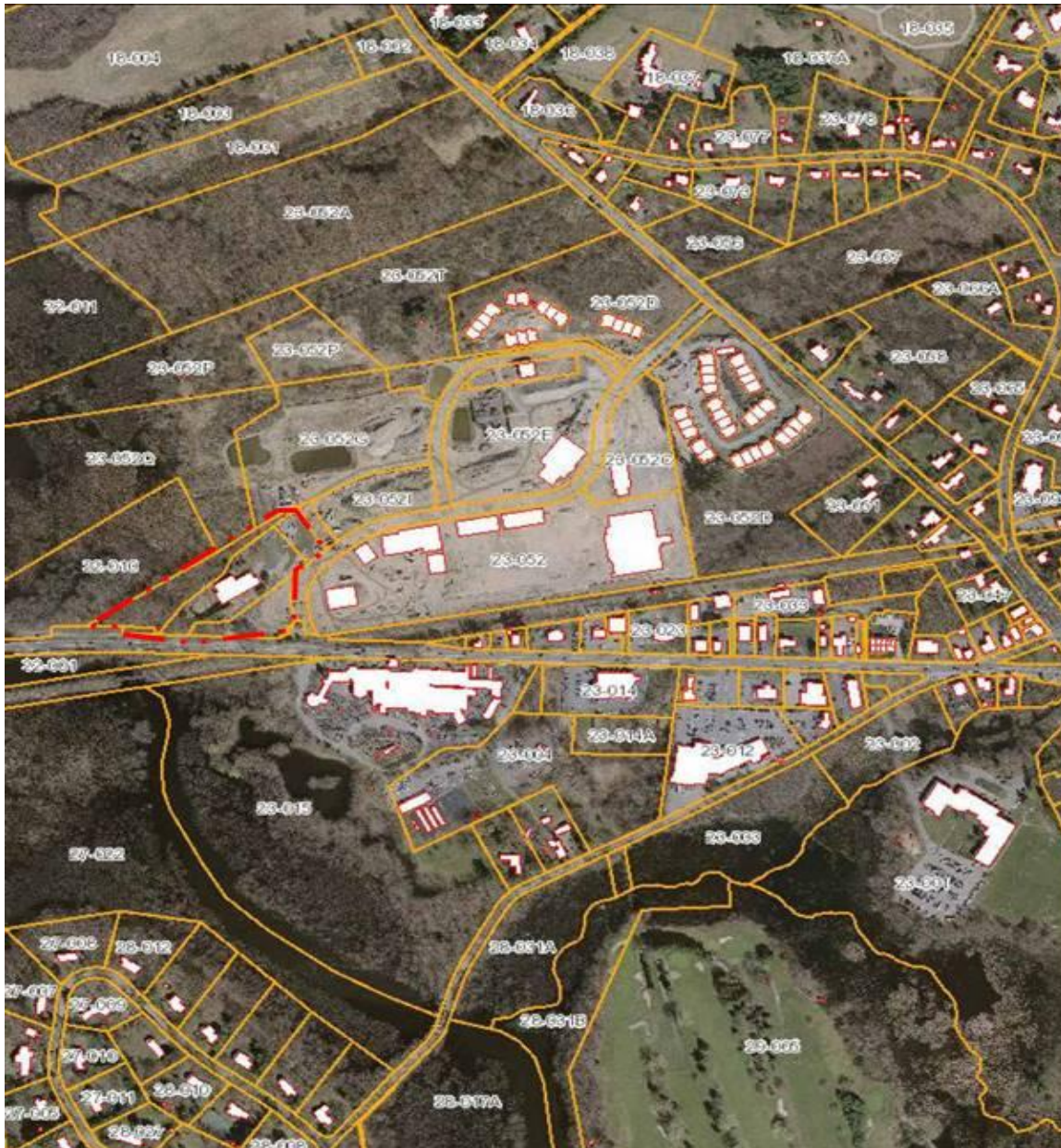




## Site Considerations:

- See Workbook-





## Municipal Pad 400 Boston Post Rd.

Current Use: Available for  
redevelopment

### Site Considerations:

- Centrally located in new town center development
- Approximately 4 acres, not all developable
- Existing 10,200 SF building shell
- Zoning in place for municipal use
- Utilities stubbed to lot line
- Water/wastewater available
- Parking lot needs to be constructed
- Building limits—only slab on grade possible
- Conservation Issues - River Front & Wetlands
- Currently not owned or under control of town  
- negotiations ongoing

- See Workbook-





- Geographic center of town, near High School / Wayland Community Pool
- 26.4 acres
- Hilly wooded area and flat open fields
- Major roadway accessibility
- Pedestrian access possible to aqueduct and pedestrian bridge over Greenways Conservation area
- Vehicular access to site needs infrastructure off Old Conn Path, pedestrian bridge over Greenways Conservation
- No onsite utilities – bring in off OCP
- No water or wastewater on site
- Currently open space (but is not designated conservation area)
- General municipal purposes allowed as per deed

- See Workbook-



# Catalog of “Needs”



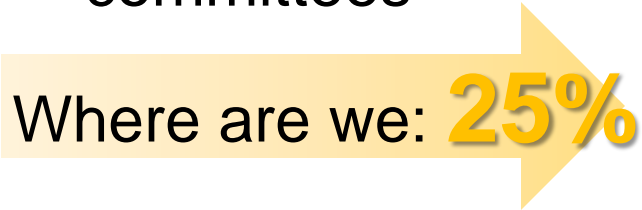
“Cataloging identified and foreseeable capital facilities needs, including a needs assessment supported by empirical data and created with the Public Buildings Director and primary capital project proponent”

Interpretation: Inconsistencies in visioning and publication

What's left?

- Recommend consistent long-term planning definitions across stakeholder departments
- Adopt better long-range planning
- Define and articulate process between staff, facilities and committees

Where are we: **25%**



## ANTICIPATED MAJOR CAPITAL PROJECTS (individual cost greater than \$500,000)

WRAP REVIEW	PROJECT	PURPOSE	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023-36	FY 2037
	COA/CC New Facility	Design	560,000	7,000,000						
	Library	Construction		16,000,000 OR 9,700,000 if receive State funding						
	Multi-purpose Artificial Turf Field	Design	80,000 - 300,000 ?							
		Construction		1,500,000						
	WHS Outdoor Sports Stadium	Design		150,000						
		Reconstruction:								
		Lights & Bleachers			1,000,000					
		Resurface Artificial Turf Playing Field			800,000					
		Resurface Track			200,000					
	Loker School Door & Window Replacement	Design	160,000 ('16 ATM-B)							
		Construction	1,740,000 ('16 ATM-B)							
	Multiple School Roofs	Install New Roofs								
	WHS Tennis Courts ?	Demolition & Reconstruction Elsewhere								
	Town Building Renovation ?									
	Road Reconstruction	Maintain Driving Surface & Stormwater Collection	775,000 ('16 ATM-B)	1,606,030	1,766,600	1,943,260	2,137,586			
	Sidewalk Construction	Route 20	400,000							
		Route 30				890,300				
	Cochituate Village Apts. Fire Suppress. System	Design & Construct	475,000 ('16 ATM-B & OF)							
	Conservation Restriction On Mainstone Farm	Conservation & Open Space Land Preservation	12,000,000 ('16 ATM - 5M CPA Fund & 7M borrowing against CPA revenue)							
	Acquisition of Conservation Land	Conservation & Protection of Wetlands								
	Water Pump Station Upgrades	DEP Compliance	525,000 ('16 ATM - WB)							
	Happy Hollow Wells Access Road & Water Main (aka Stonebridge Rd.)	Design & Construct	936,000 ('16 ATM - WB)							
	Water Main Replacements	Replace Aging, Outdated, Failing Mains	750,000 ('16 ATM - WB)	1,400,000	1,400,000	1,400,000	1,400,000			
	<b>TOTAL</b>									

NOTE: 1) "Project" does not include purchase of vehicles (ex: ladder truck, ambulance, etc.).

2) Columns indicate the fiscal year during which the funds would be expended. Generally, monies voted during Spring Annual Town Meeting are not expended until the next fiscal year (i.e., July 1 - June 30).

3) Projects are included even where design and construction costs are requested in separate fiscal years.

4) Appropriations approved by Town Meeting are indicated under the fiscal year in which the monies would be expended. For example, "('16 ATM-B)" indicates that the appropriation was approved at the 2016 Annual Town Meeting and that the approved funding source was borrowing. Key: B = General Fund Borrowing; WB = Water Fund Borrowing; OF = Surplus Bond Proceeds From Close Outs.



# Compile all Boards Plans




“Compiling the research and analyses of the planning processes of all Town boards, commissions and committees seeking a future major land or building capital expenditure (defined as \$500,000 and above)”

Interpretation: Need to push and pull inputs

What's left:

- Adoption of longer-term planning process
- Method for periodically revisiting cross-departmental planning

Where are we: **85%**



# Questionnaire to Boards, Committees & Departments

## Points for Discussion with Boards, Commissions & Departments

- Current condition of your facilities (look at each individually and consider on-going/major maintenance; need for new facility)
- Are there specific regulatory requirements/consent agreements with governmental agencies that require major changes to existing facilities or construction of new facilities
- How much growth (i.e., population, geographic distribution) triggers need for additional new facilities/infrastructure
- What constituency do you serve most directly (e.g., entire population of Town, seniors, school-age population)
- Is the facility required to be in a certain proximity to the end users
- Are there cost implications related to geographic distance between facility and end users
- Are there convenience implications related to geographic distance between facility and end users
- What are your current and projected needs for additional storage space for equipment, materials, records, etc. (do you require immediate access or can storage be off-site)
- What are you currently using for meeting space and what are the hours during which the space is available for use by others
- What are your current and projected needs for additional meeting space
- Are your current facilities meeting the needs of your constituents
- Looking at the land parcels under your board's control:
  - Do you have an overall policy concerning potential future use for each parcel
  - Do you have specific plans for any of the parcels
  - Thoughts on relinquishing control of any of the parcels
- Do you have any documents or reports that outline your process for addressing and planning for future needs

- See Website -



1/27/16

## SYNTHESIS OF COMMONALITIES &amp; SPACE NEEDS

	COUNCIL ON AGING	RECREATION	LIBRARY	COA/CCAC
Mission	Passive and active activities & support for Seniors	Programs, facilities, and services – physical, social, creative, cultural and intellectual growth and development	Education, literacy (cultural & technology), life-long learning, cultural enrichment, information resource	Passive & active activities; create a town living room; fill space needs that do not exist today
Programs & Times	Residents 60+  Hours: 7:00 a.m. until early evening  Some fee-based programs; also grants and funds from the Friends of the Council on Aging	Residents of all ages; most number of programs for childhood, youth, and teens.  Hours: All times of day & throughout the seasons  Most programs fee-based  <u>Current programs:</u> <ul style="list-style-type: none"> <li>• 200+ "Vendor" programs – 6-10 week sessions</li> <li>• 3 Summer Camps – grades K-8 [where housed?]</li> <li>• Sm.-Med. Sized Programs (20-30 participants) = daily</li> <li>• Small groups (~20) = weekly</li> <li>• Large Groups (60+) = monthly or seasonally</li> <li>• Special Functions (50-100 people) = monthly / seasonally</li> </ul> <u>Anticipated in future:</u> <ul style="list-style-type: none"> <li>• Growth in all areas</li> </ul>	Residents of all ages; heavy use by empty-nesters & recent retirees (12/21/15)  Hours: All times of the day (during day, after school, school vacation, evening, some week-ends)  All programs are free of charge and paid for through Friends of Library (not included in Town budget); however, can charge for programs & things "outside of normal library services" (1/21/16)  485 programs a year; 8,000 attendees  Children: <ol style="list-style-type: none"> <li>1) Story telling &amp; music/craft/whole body movement (pre-school during day)</li> <li>2) Book groups/discussion (early elementary after school &amp; school vacation)</li> <li>3) Writing workshop [including poetry] (all elementary after school &amp; school vacation)</li> <li>4) STEM (all elementary after school &amp; school vacation)</li> <li>5) Topical programming with educational component (all elementary after school &amp; school vacation)</li> <li>6) Middle School &amp; High School in collaboration with school librarians (after school &amp; school vacation)</li> </ol> Adult (offered all times of day): <ol style="list-style-type: none"> <li>1) Needle work</li> <li>2) Art History</li> <li>3) Classical Studies</li> <li>4) Book discussion groups</li> <li>5) Lectures (including author talks)</li> <li>6) Technology workshops</li> </ol>	Residents of all ages  Hours: All times 24x7
Space Needs	<ul style="list-style-type: none"> <li>• Private spaces – small offices or rooms</li> <li>• Large Multi-Function Room with sound proofing</li> <li>• Kitchen large enough for classes</li> <li>• Smaller spaces for exercise and music programs</li> <li>• Arts space (1/5/16)</li> <li>• Computer Lab (1/5/16)</li> <li>• Socializing area</li> <li>• Storage: for equipment</li> </ul> Space Needs: 18,000 – 21,600 sf now (not including future growth) (12/10/15 COA/CC)  <b>Note: Soundproofing &amp; noise control essential; don't use carpeting for art &amp; fitness rooms (1/5/16)</b>	<ul style="list-style-type: none"> <li>• Office space to fit 5 desks</li> <li>• Function Room with Kitchen</li> <li>• 4 Multi-purpose classrooms including science/tech classes</li> <li>• Small conference room</li> <li>• Dance/fitness studio</li> <li>• Art Center, "messy" and "neat art" – painting, sculpting, drawing, etc.</li> <li>• Tot playroom (1/6/16)</li> <li>• Computer/teen room (1/6/16)</li> <li>• Standard size Gymnasium for sport programs year round</li> <li>• Storage for equipment needed in each space as well as additional storage</li> <li>• Waiting area space (1/6/16 written response)</li> </ul> Space Needs: 12,715 sf for indoor (excluding gym)	In addition to shelving for books & administrative offices: <ul style="list-style-type: none"> <li>• 1 large "lecture" room (~100) with technology &amp; kitchenette (12/21/15)</li> <li>• Small study space/quiet space (use all day)</li> <li>• Seminar size rooms with technology (use 50% over course of day)</li> <li>• Children's room (8/27/15 Report)</li> <li>• Story/craft space with sink &amp; easy to clean floors (use c. 4 hrs./week)</li> <li>• Teen space (9/30/15)</li> <li>• On-site storage</li> </ul> Space Needs: Up to 34,000 sf? 2 story maximum but preference for 1 story	Indoor-outdoor space (including for Third-party groups): <ul style="list-style-type: none"> <li>• Offices for veterans, COA, arts council, historic com.</li> <li>• Large flexible space for 100+</li> <li>• Kitchen</li> <li>• Private spaces – about 4 small rooms available 8 to 4.</li> <li>• Artists spaces – clean and messy</li> <li>• Welcome space – atrium, lobby, town living room</li> <li>• Acoustics space – wired with sound control</li> <li>• Storage</li> </ul> Need in excess of 18,000 - 21,600 sf indoor space (12/10/15)
Location	Centrally located in one facility that accommodates other groups for interaction with other age groups	<ul style="list-style-type: none"> <li>- Central town location on a main road is ideal</li> <li>- Access to schools for after school programming (1/6/16 written response)</li> </ul>	Central location (12/21/15)	Central location preferable (not remote)
Parking	120-125 spaces close to access door (1/5/16) Covered outdoor space for COA van (1/15/16)	100 spaces minimum	100 spaces	Not articulated
Personnel	3.3 FTEs administrative staff Programming done by volunteers or outside contractors. Custodian to help move furniture, etc.	Currently 2 FTEs and 1 PTE; requesting 1 more FTE	Currently 13.8 FTEs  If new space, may need more custodial hours & maybe a librarian for teens	1 FTE plus 24x7 Central administration in charge of facility (security, scheduling, tech)
Funding	ATM 2016 – \$560,000 for schematic planning and programming  ATM 2017 - \$7 million for high-end build-out of 21,000 sq. ft. to be on line by 2018	Future projects to fund: -Community Center - Indoor active Recreation Facility - Design and Construction with gym & outdoor recreational areas (9/30/15) - Multiple Design/Construct for outdoor amenities including turf fields @ \$800,000 – \$1.5 million each (9/30/15)	ATM 2018 - New/renovated Library Project = c. \$16 million but, if receive state building construction grant, then only c. \$9.7 million in Town funds [\$14M building x 55% = \$7.7M + \$2M furnishings, landscaping, parking lot = \$9.7M]	ATM 2016 – \$560,000 for schematic design  ATM 2017 - \$7 million for high-end build-out of 21,000 sf (2018 – to be on line)

- See Website -

# Evaluation Criteria



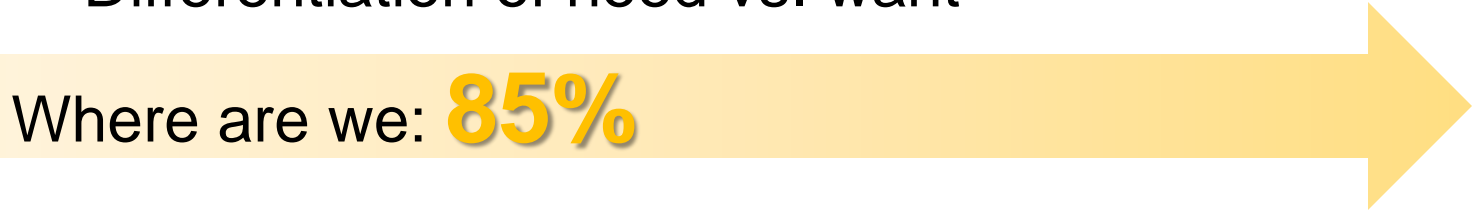
“Recommending evaluation criteria to establish projects' priorities and sequencing.”

Interpretation: Objective, neutral criterion is a work in progress

What's left?

- Refine rankings to eliminate subjectivity (baseline modifications from DPW evaluation)
- Define process better for consistent application of criteria
- Differentiation of need vs. want

Where are we: **85%**





# Draft Decision Criteria Worksheet

## Capital Improvements – Decision Criteria Matrix

Project: \_\_\_\_\_

## Worksheet 1

	Factors	Applicable to Project?	
1. Public Health & Safety	a. Project addresses an immediate, continual safety hazard or public health and/or safety need		
2. Compliance with Mandates or Other Legal Requirements	a. Project required for compliance with local, state, or federal laws/regulations b. Project required by court order, judgment, [or inter-municipal agreement]		
3. Stated Community Goals & Policies	a. Project conforms to adopted program, policy, or plan b. Asset preservation c. Required to maintain acceptable standard of service d. More efficient/improved standard of service		
4. Public Perception of Need	a. Sustained change in demographics b. Improve sustainability of the environment c. Services [or Mainstone] that make a community desirable? d. Will it affect real estate values?		

- See Workbook-

# Draft Decision Criteria Worksheet

Capital Improvements – Decision Criteria Matrix

Project: \_\_\_\_\_

Worksheet 2

<b>Describe any relationships and / or impacts to other projects.</b>	
<b>Does the project addresses multiple needs / multiple stakeholders ?</b>	
<b>Are there alternatives to the project?</b>	
<b>Year requested to be on-line</b>	
<b>Projected capital cost of project</b>	
<b>Availability of grants / other non-local tax dollar funds</b>	
<b>Annual fiscal O&amp;M impact (increase / decrease including staffing)</b>	
<b>Projected fiscal impact per household of capital expenditure (per \$1,000 valuation)</b>	<b>- See Workbook-</b>



# Draft Site Selection Worksheet

Site Selection Matrix

Project: \_\_\_\_\_

Worksheet 3

Criteria	Factors	Weighing Factors	Score
<b>1. Location</b> (Max 10 Points)	Easily accessible to service area via major roadway	10	
	Reasonably accessible to service area via secondary roadway	5	
	Poor accessibility via local roadway	0	
<b>2. Physical Site Features</b> (Max 15 points)	Condition of access roadway favorable	3	
	Condition of access roadway poor	0	
	Size of site adequate	3	
	Size of site limiting	0	
	Shape of site adequate	3	
	Shape of site limiting	0	
	Soils suitable	3	
	Soils limiting	0	
	Groundwater deep	3	
	Groundwater shallow	0	
<b>3. Site History</b> (Max 10 points)	Past use favorable	2	
	Past use unfavorable	0	
	Existing use favorable	3	
	Existing use unfavorable	0	
	No hazardous materials issues	5	
<b>4. Zoning Consistency</b> (Max 5 points)	Unresolved hazardous materials issues	0	
	Approved use or special permit in place	5	
	Special permit required	3	
<b>5. Environmental Impacts</b> (Max 20 points)	Use not permitted	0	
	No increased impact to sensitive receptors	3	
	Sensitive receptors present	0	
	No NHESP area	3	
	NHESP area on or adjacent to site -	0	
	No ACEC area	3	
	ACEC on or adjacent to site	0	
	No Zone II area	4	
	Zone II on or adjacent to site	0	
	No wetland area	4	
	Wetland area on or adjacent to site	0	
	No Historic/Archaeological Sensitivity	5	
	Suspected Historic/Archaeological Sensitivity	3	
	Confirmed Historic/Archaeological Sensitivity	0	

Site Selection Matrix

Project: \_\_\_\_\_

Worksheet 3

Criteria	Factors	Weighing Factors	Score
<b>6. Access to Utilities</b> (Max 10 points)	Sewer or septic available	2	
	No sewer or septic available	0	
	Electric available	2	
	No electric available	0	
	Telecom available	2	
	No telecom available	0	
	Water available	2	
<b>7. Permitting</b> (Max 5 points)	No water available	0	
	Gas service available	2	
	No gas service available	0	
<b>8. Traffic Impacts</b> (Max 5 points)	No specialty permits required	5	
	Minimal specialty permitting required	3	
	Excessive specialty permitting required	0	
<b>9. Cost of Site Development</b> (Max 10 points)	<b>8. Traffic Impacts</b> (Max 5 points)		
	No negative impacts	5	
	Minimal impacts	3	
<b>10. Cost of Construction</b> (Max 10 points)	Excessive impacts	0	
	Minimal cut and fill	5	
	Normal cut and fill	3	
	Excessive cut and fill	0	
	Minimal clearing	5	
	Normal clearing	3	
	Excessive clearing	0	
	No restrictions impacting cost	10	
	Some restrictions impacting cost	5	
	Significant restrictions impacting cost	0	

TOTAL SCORE: \_\_\_\_\_

- See Workbook-

# Strategic Planning Process



Tackle the Tasks  
August 2015

Community Forum  
May 2016

Long Range Plan  
1H 2017



# Recap of Key Findings

Some overlap of spaces exist because of the synergies between select departments

- Administrative & technological changes could reduce some overlap and create efficiencies

Capital Requests not always well publicized

- An uninformed public contributes to confusion, distrust
- Adoption of town-wide definition of short-and long-range could fill some gaps

Related discoveries:

- Building “reuse” needs understanding, agreement between stakeholders and public
- External (library) funding creates unique timing to explore campus